

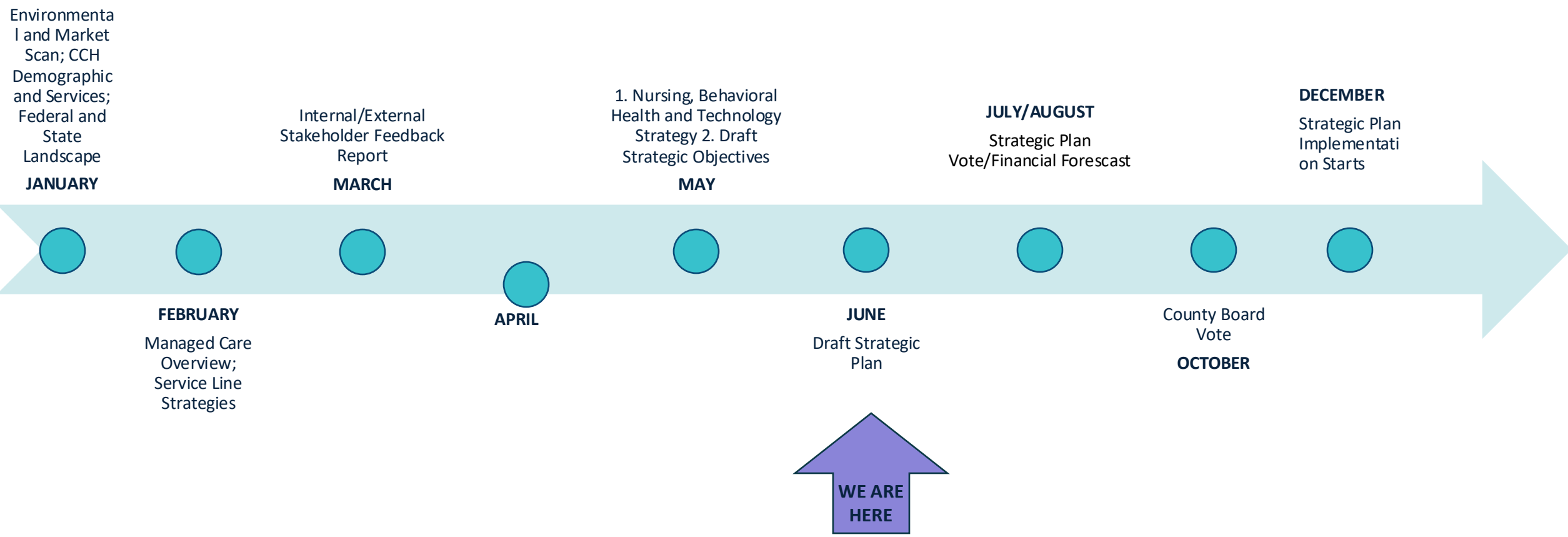
Strategic Plan 2026-2028

June 27, 2025



COOK COUNTY
HEALTH

Strategic Plan Timeline



Mission, Vision, and Values

Mission

To provide universal access to the world's best care and health services for all Cook County residents, regardless of the ability to pay, so all may live their healthiest life.

Vision

To ensure health as a human right.

Values

ICARE

Equity

Compassion

Respect

Accountability

Education

Innovation



Definitions of Values

Equity – The assurance of the conditions for optimal health for all people. Achieving health equity requires valuing all individuals and populations equally, recognizing and rectifying historical injustices, and providing resources according to need.*

Compassion – exhibiting sympathy for people who are suffering and a desire to help them.

Respect - appreciating and respecting each person's dignity, preferences, and particular requirements irrespective of race, ethnicity, national origin, gender, religion, sexual orientation or age.

Accountability - being held responsible for actions and complying with policies and procedures.

Education - Graduate Medical Education (GME) training that medical school graduates receive as residents in hospitals and healthcare systems.

Innovation - new ideas, methods, technologies, products, or services with the aim of improving healthcare delivery, patient outcomes, and overall efficiency within the healthcare industry.

- Jones C. P. (2014). Systems of power, axes of inequity: parallels, intersections, braiding the strands. *Medical care*, 52(10 Suppl 3), S71–S75.
<https://doi.org/10.1097/MLR.000000000000216>

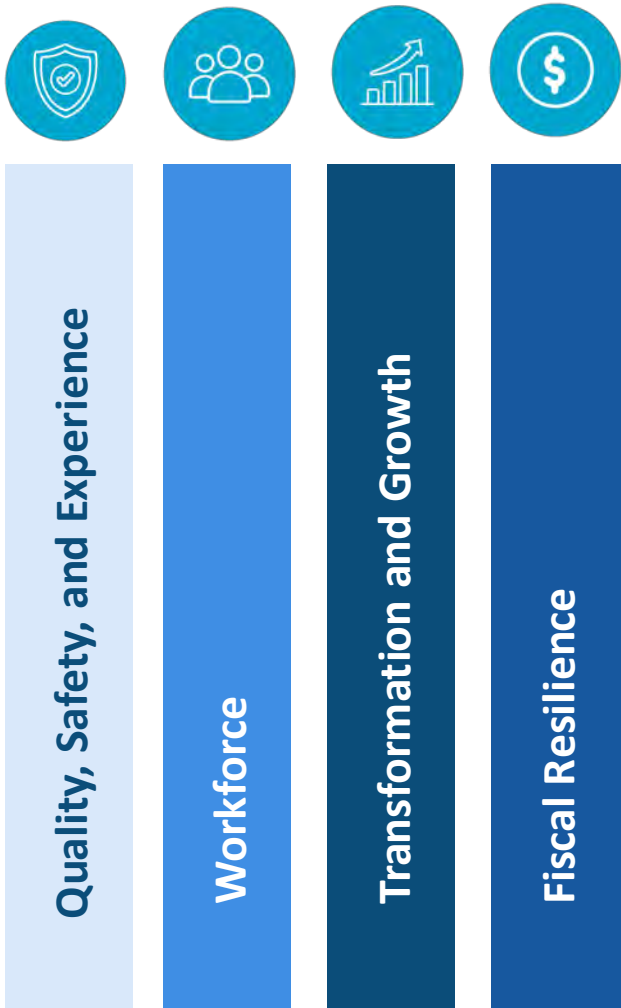


Strategic Pillars

FY2023-25 Strategic Plan



Proposed for FY26-28 Strategic Plan: Consolidate pillars from 7 to 4 pillars. Equity is foundational to every pillar and the lens through which every objective is pursued and decision made.



Equity



Draft FY2026-FY2028 Strategic Objectives



COOK COUNTY
HEALTH

Objective: Ensure patients, members and the community have access to high quality, dignified care at the right place, the right time and in a manner that is consistent and tailored to support patient needs.

Proposed Expected Key Results:

- The organization provides high quality healthcare and is trusted messenger for clear, evidence-based, equity-centered communication regarding individual and community health.
- Patient/member care, quality and safety outcomes exceed national and state benchmarks; Quality ratings and metrics continue to improve.
- Overall patient satisfaction scores and CountyCare member experience star ratings increases.
- CCH achieves American Nurses Credentialing Center Pathways to Excellence Accreditation.

Objective: Ensure patients, members and the community have access to high quality, dignified care at the right place, the right time and in a manner that is consistent and tailored to support patient needs.

Proposed Expected Key Results:

- Access to care is improved/maintained.
 - Decrease wait times for primary and specialty care (e.g., throughput, scheduling).
 - Leverage emerging technology such as telehealth, remote monitoring, predictive analytics, etc.
 - Further integrate behavioral health with primary care at CCH and promote greater access to behavioral health services across the region.
 - Establish pathways for justice-involved patients to continue care when discharged to the community.
 - Develop targeted initiatives to focus on preserving healthcare for specific populations, including women, LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual), BIPOC (Black, Indigenous, and People of Color), and immigrants, who face more limited access to healthcare due to executive actions, changes to laws and health coverage, or closure of community service providers.
 - Partner with external providers to make referrals, improving access to services.

Quality, Safety and Experience

Objective: Ensure patients, members and the community have access to high quality, dignified care at the right place, the right time and in a manner that is consistent and tailored to support patient needs.

Proposed Expected Key Results:

- CCH continues to foster a supportive environment that is welcoming and respectful of all.
 - Integrate trauma-informed principles into system policy and practices to promote compassion, safety, collaboration and empowerment for employees, patients, members, and the communities we serve.
 - Patients/members feel comfortable and at home when receiving care, including receiving culturally appropriate care in the language of their choice and ensuring healthcare information is accessible to patients, members and the communities we serve.
- CountyCare will achieve NCQA Health Equity Accreditation.

Shifted from Equity

Quality, Safety and Experience

Key Metrics 2026-2028



- Leapfrog A and CMS 5 for Stroger
- National Committee for Quality Assurance 4.5-star rating for CountyCare
- Patient Experience “Likelihood to recommend” top box by 2.75% year over year annually from an average of 2025 baseline of 69.4 for all surveyed locations
- Access to primary care and specialty care new appointments are within 30 days
- 70% of all CCH employees are trained on trauma-informed care principles

Objective: Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork to ensure we are able to meet the comprehensive healthcare needs of our patients.

Proposed Expected Key Results:

- There is progress in hiring positions and reducing the vacancy rate.
 - Implement strategies to promote a workforce that is reflective of the communities CCH serves.
 - Reduce reliance on agency personnel.
 - Improve the hiring process to reduce the time to fill a position.
 - Work collaboratively with labor unions on hiring initiatives.
- Employee turnover remains low through successful implementation of retention programs.
 - Conduct succession planning to allow increased employee mobility and opportunity.
 - Establish performance-based incentives.
 - Conduct pay parity reviews across positions.
 - Achieve national accreditation for educational training programs.
 - Communicate the various processes available to escalate employee concerns.
 - Increase employee engagement scores and survey participation.
 - Conduct training to build high-performing teams.

Objective: Serve as the employer of choice by supporting and investing in our workforce, recruiting the best talent, and fostering robust teamwork to ensure we are able to meet the comprehensive healthcare needs of our patients.

Proposed Expected Key Results:

- There are opportunities available to the workforce for professional development and achieving additional competencies.
- Pathway programs are established or expanded to build a future workforce.

Workforce Key Metrics 2026-2028

- Reduce vacancy rate to 10%
- Maintain low turnover rate of 4.1%
- Reduce agency utilization to less than 20% by job classification

Transformation and Growth

Objective: Transform the delivery of care to ensure care is accessible, standardized, reliable and effective by optimizing systems to advance growth for our patients and communities.

Proposed Expected Key Results:

- Implement performance and process improvement initiatives throughout the organization.
 - Standardize roles, tools, processes and procedures across the organization.
 - Leverage emerging technologies to support process improvement and efficiency.
 - Continue administrative process improvement efforts (e.g., hiring, procurement, invoice payment, cybersecurity protection).
 - Review organizational structure to enable clinicians to focus on patient care.
 - Support employee-led projects to help transform system practices.
- Align productivity and operational metrics with national benchmarks.
 - CCH improves processes to meet national benchmarks.
 - Productivity of employees aligns with national benchmarks.
 - Health Plan Services' Medical Loss Ratio (MLR) aligns with industry benchmarks for Medicaid and other products.

Transformation and Growth

Objective: Transform the delivery of care to ensure care is accessible, standardized, reliable and effective by optimizing systems to advance growth for our patients and communities.

Proposed Expected Key Results:

- CCH will develop strategies to address the evolving health needs of those it serves.
 - CCDPH further develops a plan for future growth to meet the needs of suburban cook county.
 - CCH will routinely evaluate healthcare services provided by CCH based on community need.
 - Health Plan Services will diversify insurance products based on the needs of the community.
- The Office of Life Sciences provides scalable structure to support growth in research and sponsored programs.
- Innovative and sustainable solutions are implemented to improve healthcare delivery systems.
 - Modernize technology systems to improve patient care and operational efficiency.
 - Ensure patients/members have the information they need to make the best decisions about their health.
- Explore and elevate opportunities for coordination and collaboration between CCH as a provider, health plan services, and public health authority.

Transformation and Growth

Objective: Transform the delivery of care to ensure care is accessible, standardized, reliable and effective by optimizing systems to advance growth for our patients and communities.

Proposed Expected Key Results:

- Health inequities are addressed through population health approaches
 - Focus on the social, economic and structural drivers of health outcomes specified in the CCDPH Community Health Improvement Plan.
 - Enter into additional value-based care contracts to drive higher quality outcomes and yield positive financial impact.
 - Implement primary, secondary, and tertiary prevention strategies.
- Advance sustainability by integrating environmentally responsible practices across the health system.

Shifted from Equity

Transformation and Growth

Key Metrics 2026-2028



- CountyCare to achieve 39% of Medicaid health plan market share
- Reduce time to hire to 90 days
- Time to procure metrics: 70% of new contracts completed within 180 business days of requisition approval; 80% of amendments completed within 120 business days of requisition approval
- CCDPH completes community data and capacity assessments to support plans for growth

Objective: Optimize revenue capture to continue expansion of services and advance the mission of access to care for all patients and communities of Cook County.

Proposed Expected Key Results:

- Maintains financial strength through a positive operating margin.
 - Continue implementation of the multi-year revenue cycle turnaround project.
 - Identify opportunities to diversify revenue sources to support unfunded mandates (correctional and public health) and the projected increase in charity care.
 - Increase CountyCare member utilization of CCH services.
 - Implement ongoing contingency and expense containment planning to ensure CCH is fiscally and operationally nimble.
 - Budgets are based on annual targets aligned with industry benchmarks.
- CCH supports the financial health of our patients and members.
 - Ensure financial counseling is robust and accessible to meet the needs of the growing uninsured and underinsured populations.
 - Preserve Medicaid coverage by supporting patients and members with information and navigation.

Fiscal Resilience

Key Metrics 2026-2028



- Maintain a positive operating margin
- Achieve Healthcare Financial Management Association (HFMA) MAP awards through Key Performance Indicator improvement
- Increase CountyCare member utilization of Cook County Health services by 20%